

Hartford seeks fiscal solutions outside bankruptcy

By Gregory Seay
gseay@HartfordBusiness.com

A bankruptcy filing by the city of Hartford is one of several options for potentially solving the city's fiscal woes, its mayor says, but legally declaring insolvency is at the bottom of a list of solutions the city is pursuing.

"We want to do everything we can to avoid that outcome," Luke Bronin said in a recent interview with Hartford Business Journal.

Not only would bankruptcy cast a darker pall on the city, but even if Hartford won the state's permission tomorrow

to file Chapter 9, its over-reliance on too much debt and too little revenue from a limited, overtaxed pot of residential/commercial properties would continue hounding it, Bronin and others say.

"It is not a panacea," said Hartford bankruptcy attorney Eric Henzy, of law firm Reid & Riege. "It's not something you just jump into and say it's going to solve our problems."

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PHOTO | HBJ FILE



Stepping Down

Patricia Wrice is retiring after nearly two decades of helping low-income residents afford electricity. Find out how she shaped Operation Fuel. **PG. 3**

HBJ PHOTO | MATT PILON



IN-HOUSE PRODUCTION

Reprising her former role as a TV news anchor, Hartford HealthCare spokeswoman Rebecca Stewart interviewed Dr. Craig Allen about addiction treatment for a new 30-minute special produced entirely in-house.

TV studio helps Hartford HealthCare shape its message

By Matt Pilon
mpilon@HartfordBusiness.com

As major employers acutely aware of their public image and always looking to build their brands, many large hospitals, universities and companies have sophisticated public relations departments, staffed by trained communicators and, often, former journalists.

Emailing press releases and staying in touch with local reporters is a longstanding PR strategy, but some big players have taken their efforts many steps further.

Hartford HealthCare recently built a \$35,000 TV studio at its Newington offices that allows its marketing team to produce entirely in-house, longer, multi-camera programming that it pays to air on local

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FOCUS: GAMING/ENTERTAINMENT

Social Gambling

Foxwoods, Mohegan Sun and other casinos are increasingly adopting social-gaming platforms that are free to play, but aim to generate new revenue streams for the industry. **PG. 8**

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Wrice's two decades narrowed CT's energy-affordability gap

HBJ PHOTO | KEITH GRIFFIN



Pat Wrice spent 19 years building Bloomfield's Operation Fuel from a part-time, \$500,000 nonprofit, to a year-round, multi-million-dollar organization helping 8,500 Connecticut families pay their electric bills.



Operation Fuel By the Numbers (FY 2015)

Revenue:	\$3.7M
Expenses:	\$4.9M
Margin:	(\$1.2M)
Assets:	\$2.7M
Employees:	11

By Keith Griffin
kggriffin@hartfordbusiness.com

When Patricia Wrice started as executive director of Operation Fuel back in 1997, things were much different.

While she was full time, the organization — which provides energy-assistance to low-income residents — was largely part time and housed in a Bloomfield church basement where no more than two employees could be on the Internet at any one time.

Now Operation Fuel sits ensconced in spacious offices in the Connecticut Nonprofit Center at 75 Charter Oak Ave., in Hartford. It has 11 employees, a year-round mission and multi-million-dollar budget.

One thing that hasn't changed, said Wrice, who retires from her role June 30 after more than 19 years at the nonprofit, is the demand for energy assistance. As she puts it, Operation Fuel is just scratching the surface with the hundreds of thousands of Connecticut households that can't afford their energy bills.

In her first year, the organization raised

\$500,000 and served 2,000 people. In fiscal year 2015 it had about \$4 million that helped 8,500 families statewide.

While it's a big number, Wrice said it's not enough. The energy-affordability gap in Connecticut was \$471 million at the end of 2015; on average, 313,000 households in the state owe about \$1,506 more in annual energy bills than they can afford to pay, according to Operation Fuel.

That gap and high-energy prices will ensure the organization never goes out of business, she said. "[I] can't even say we're a Band-aid ... but we're proud of what we do," Wrice said.

Expanded reach

As Operation Fuel's Executive Director, Wrice said she has worked on diversifying the nonprofit and growing its reach. There are now 100 sites throughout Connecticut where people can apply for program assistance that serves all 169 towns and cities. It started with just 55 fuel banks.

Her board chair Nancy Bulkeley, senior community affairs representative for

Dominion Nuclear Connecticut, said Wrice has been the core of the organization. Her strong suit has been her passion and advocacy.

The latter helped Operation Fuel amidst the recent round of nonprofit cuts in the state budget. The bulk of its funding comes from money raised through the systems benefit charge [SBC] on customer utility bills, which generated \$57.13 million in 2015. Of that amount, Operation Fuel received \$2.1 million.

Wrice said she was concerned SBC funding could be a target for funding swipes, because the state administers the payments. The money, however, was spared.

"I had to watch that [money] closely," Wrice said, adding there is no lockbox for the SBC funds, which could be raided by lawmakers. "You would have to be an ostrich to ignore the threats to funding. Without that money we could not serve over 2,000 families."

Operation Fuel, which posted \$3.7 million in revenue and a loss of \$1.2 million in fiscal 2015, also receives grants and donations from individuals, foundations and businesses,

among other funding sources.

Big decisions

Wrice said her most significant decision as executive director was to operate the organization throughout the year beyond its traditional winter roots. The winter program still drives the most need, but the need for funding assistance in summer is nearing an equal demand level, she said.

Bulkeley said Wrice's development of a strategic plan should help the nonprofit be stable for years to come.

The plan was drafted in 2013 and anticipated Wrice's retirement with a focus on a smooth executive transition. Operation Fuel announced earlier this month that Karen Adamson, who was most recently vice president of community engagement and performance for the Access Community Action Agency in Willimantic, will take over as its new executive director.

Among other goals, Wrice's plan

Continued ➤

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Wrice

recommended the organization work on educating the public about the need for year-round energy assistance, providing more than just energy assistance grants, and developing a steady and diverse funding stream and an engaged board.

Wrice said she has also kept a tight focus on revenue and growth. Employees are only added when revenue streams can support them.

"We try not to have all our eggs in one basket and we don't lay staff off. We keep our staffing lean. I'm proud of our track record," she said.

Bulkeley also praised Wrice's ability to think outside the box. She cited as one example a fledgling program that aims to provide assistance to people who need help paying their water bills. Wrice said it is as important a need as electricity.

Small business help

Operation Fuel isn't just about serving

residents. It also has Operation BEST, which offers education and financial assistance to small businesses interested in implementing energy-efficiency measures. Incentives include a \$125 credit on a company's electric utility bill for completing a first-time commercial energy audit and a credit of \$1,000 or more toward the cost of installing energy-efficiency upgrades.

As Wrice winds down her time at Operation Fuel, she's not sure what her future holds. She's proud she has left the organization

Wrice said she would like to use her social-work background when pursuing her next endeavor.

HBJ PHOTO | KEITH GRIFFIN



in good shape with a reasonably healthy reserve. She said she will use her social-work background in some manner.

"I don't know where the time went," she said. "Time flies when you're having fun. Some years were more fun than others." ■

HARTFORD BUSINESS JOURNAL

www.HartfordBusiness.com
(860) 236-9998

EDITORIAL

Greg Bordonaro Editor, ext. 139
gbordonaro@HartfordBusiness.com

Gregory Seay News Editor, ext. 144
gseay@HartfordBusiness.com

Matt Pilon News Editor, ext. 143
mpilon@HartfordBusiness.com

John Stearns Staff Writer, ext. 145
jstearns@HartfordBusiness.com

Keith Griffin Digital Producer/Reporter, ext. 127
kgriffin@HartfordBusiness.com

Stephanie Meagher Research Director

Heide Martin Research Assistant

BUSINESS

Joe Zwiebel President and Publisher, ext. 132
jzwiebel@HartfordBusiness.com

Donna Collins Associate Publisher, ext. 121
dcollins@HartfordBusiness.com

Jessica Baker Office Manager, ext. 122
jbaker@HartfordBusiness.com

Amy Orsini Events Manager, ext. 134
aorsini@HartfordBusiness.com

Kaleigh Hickey Events Coordinator, ext. 137
khickey@HartfordBusiness.com

Christian J. Renstrom Advertising Director, ext. 126
crenstrom@HartfordBusiness.com

David Hartley Sr. Accounts Manager, ext. 130
dhartley@HartfordBusiness.com

William C. Lambot Sr. Accounts Manager, ext. 128
wlambot@HartfordBusiness.com

John Vuillemot Sr. Accounts Manager, ext. 133
jvuillemot@HartfordBusiness.com

Marisa Wright Sr. Accounts Manager, ext. 124
mwright@HartfordBusiness.com

Anabela Maia Account Manager, ext. 131
amaia@HartfordBusiness.com

Raki Zwiebel Credit and Collections Manager

Valerie Clark Accounting Assistant/Office Manager

Kim Vautour HR Director

Gail Lebert Chair, Executive Advisory Board

PRODUCTION

Lynn Mika
Production Director/Marketing Coordinator, ext. 140
lmika@HartfordBusiness.com

Christopher Wallace Art Director, ext. 147
cwallace@HartfordBusiness.com

William DeVito Digital Ad Manager/Graphic Designer,
graphics@HartfordBusiness.com

New England Business Media LLC

Peter Stanton CEO
pstanton@nebusinessmedia.com

Joseph Zwiebel President & Group Publisher, ext. 132
jzwiebel@HartfordBusiness.com

Mary Rogers Chief Financial Officer;
mrogers@nebusinessmedia.com

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CT banks improve profitability, outperform nation

Connecticut banks collectively outperformed their national counterparts in the first quarter, boosting profits nearly 12 percent despite continued interest-rate margin pressures.

The 42 banks headquartered in Connecticut saw their collective first-quarter profits increase 11.6 percent to \$182 million, compared to \$163 million in the year-ago period, according to the Federal Deposit Insurance Corp.

Nationally, commercial banks and savings institutions insured by the FDIC reported aggregate net income of \$39.1 billion in the first quarter of 2016, down \$765 million, or 1.9 percent, from a year earlier. The decline in earnings was mainly due to banks setting aside more money to cover potential future loan losses and a \$2.2 billion decline in non-interest income, FDIC said.

CT Bank Performance (in millions)

	1Q 2016	1Q 2015	
No. of CT-based Bank	42	44	
Net Income	\$182	\$163	11.7%
Total Assets	\$100,648	\$94,170	6.9%
Total Deposits	\$76,582	\$72,047	6.3%
Total Loans & Leases	\$72,174	\$67,152	7.5%

SOURCE: FEDERAL DEPOSIT INSURANCE CORP.

During the first quarter, two Connecticut banks failed to turn a profit, while nearly two-thirds saw their profitability increase.

Total assets and deposits grew 6.9 percent and 6.3 percent, respectively, during the first quarter to \$100.6 billion and \$76.6 billion. Lending to individuals and businesses also grew, as Connecticut banks reported \$72.2 billion in loans and leases on their books at the end of the first quarter, up 7.5 percent from a year earlier.

— Greg Bordonaro

Dutch Point CU asks to absorb MidConn

Wethersfield's \$261 million-asset Dutch Point Credit Union has applied to absorb a Middletown credit cooperative about one-tenth its size, regulators say.

Dutch Point and MidConn Federal Credit Union, with \$21.6 million in assets as of March 31, have filed a merger application with the state Department of Banking. The state oversees non-federally chartered lenders with headquarters or operations in this state.

If approved, their merger would continue the trend of smaller credit unions in Connecticut and elsewhere being swallowed up by larger ones, to better satisfy members' needs for auto, home-equity and other loans, plus interest-bearing savings accounts and certificates of deposit.

Smaller CUs, too, find it financially tougher to keep pace with and afford

ever-changing technology, as well as satisfying regulators' tightened compliance standards and capital requirements.

MidConn, with 2,507 members, posted a \$13,121 margin in the first quarter, up from \$2,860 a year earlier, according to data from the National Credit Union Administration (NCUA). Dutch Point, with 21,032 members, posted a \$341,633 margin in the first quarter, up from \$211,750 in the year-ago period, NCUA data shows.

MidConn would become Dutch Point's second merger in the last three years. In 2013, it merged with former 5,000-plus-member Capitol Region Federal Credit Union.

In 2004, the state expanded Dutch Point's community charter to serve Hartford, Middlesex New Haven and New London counties.

— Gregory Seay

JPMorgan Chase opens Hartford office

Add JPMorgan Chase & Co.'s flag to the large, money-center lenders that have chosen to unfurl theirs in downtown Hartford.

The nation's No. 1 lender, based on assets of \$2.4 trillion, New York-based JPMorgan Chase recently debuted its commercial-banking office on the 17th floor of CityPlace II, 185 Asylum St., according to Steve Quinn, the bank's Connecticut marketing manager.

Actually, Quinn said, JPMorgan Chase's bankers have since last fall quietly been playing the Hartford region for middle-market relationships — generally family, independent or corporate enterprises with revenues between \$20 million and \$500 million — working out of temporary offices in the Regus Hartford Business Center at 100 Pearl St.

JPMorgan has long had a Connecticut

base in Shelton.

"Hartford was an area where we felt we were 'undershared' ...," Quinn said.

The bank is starting out with three full-time staffers based downtown, but eventually intends to grow that number overtime, he said.

Meanwhile, a rotating corps of 10 to 12 JPMorgan Chase bankers will use the CityPlace II space when they are in the area, calling on customers and prospects, said Quinn, adding he will split his time between both.

Ironically, the bank's Hartford office is a stone's throw from the former Goodwin Hotel, built in the 19th century to house legendary American banker and the bank's founder, John Pierpont Morgan.

— Gregory Seay

SPOTLIGHT ON: HEALTH & SAFETY



Hartford Regional Fire School | Windsor Locks, CT

PDS Engineering & Construction served as General Contractor for the construction of a new maintenance facility and three-story burn building at the Hartford Regional Fire School. The facility offers up to date, safe training and serves as a coordination point for all county training activities.

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COMCAST

BY THE NUMBERS

\$16.7B

The total defense spending recently approved by Congress for Connecticut aerospace and submarine producers in fiscal 2017.

1.7 percent

The percentage of Connecticut homes with a mortgage that were in foreclosure at the end of April, according to CoreLogic.

\$17,745

The amount of money Connecticut spent per pupil in grades K-12 in 2014, according to the U.S. Census Bureau.

15

The approximate number of hours U.S. Sen. Chris Murphy filibustered on the Senate floor, to urge a vote on tougher gun controls following the Orlando massacre that killed 49 people.

TOP 5 MOST READ

on HartfordBusiness.com

- Landmark partners sell majority stake to London firm
- Governor signs payroll card bill
- Judicial branch shuts courthouses
- Tips for keeping your summer workplace wardrobe cool and compliant
- Dunkin' Donuts rolls out on the go ordering

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PHOTO | CONTRIBUTED

Chief Court Administrator Patrick L. Carroll III says more judicial cuts are looming.

TOP STORY

Judicial branch shuts courthouses

The judicial branch announced last week that it's closing three juvenile courts and one judicial district courthouse by December in response to a \$77 million reduction in its budget for 2016-2017.

Chief Court Administrator Patrick L. Carroll III last week announced what he termed the first round of courthouse closings that will occur. The courts that will be closed are: juvenile matters at Danbury, juvenile matters at Torrington, juvenile matters at Stamford, and the Judicial District Courthouse in Willimantic.

Carroll said in a statement, "I want to stress that the closure of courthouses is not driven by savings generated by closing the facilities. Rather, these closings are required because of the loss of staff, through attrition, a strict hiring freeze and layoffs that have already been announced."

BANKING & FINANCE

Landmark Partners sells majority stake to London firm

Simsbury private equity and real estate company Landmark Partners said it has agreed to sell a majority stake in itself to a London asset manager for \$240 million.

OM Asset Management (OMAM) is paying cash to acquire a 60 percent interest in Landmark, whose management team will retain a 40 percent stake.

There is potential for OMAM to make an additional payment to Landmark based on the growth of the business through 2018, the company said in a statement.

The deal is expected to close by Aug. 31.

Francisco L. Borges, chairman and CEO at Landmark Partners, said OMAM provides strategic and operational benefits to Landmark, including global distribution capability and new product development. OMAM is a global, multi-boutique asset management company with \$218 billion of assets under management as of March 31, 2016.

ADVERTISING, MEDIA & MARKETING

HBJ wins four national biz-pub awards

The Hartford Business Journal's editorial staff has won four Editorial Excellence awards from the Alliance of Area Business Publishers, an industry association that represents 57 business publications from around the country.

HBJ received two first-place gold awards for medium-sized tabloids: Best explanatory journalism for a year-long series on Connecticut's aging workforce called "CT's Silver Tsunami," written and edited by Gregory Seay, Matt Pilon, Brad Kane, John Stearns and Greg Bordonaro; Best scoop for "Key CT biz leaders on hook for Back9 bets," written by Greg Bordonaro.

HBJ also received two second-place silver awards for medium-sized tabloids: Best recurring feature for our biweekly "Executive Profiles" written by John Stearns; Best editorial for "Transatlantic flight subsidy misguided," written by Greg Bordonaro.

EDUCATION

CT is 5th highest in per-pupil spending

Connecticut has the fifth highest per-pupil spending in the country when it comes to K-12 education, according to a report released by the U.S. Census Bureau.

The state spent \$17,745 per student in grades kindergarten through high school during fiscal 2014. There were over 511,000 students enrolled in Connecticut schools in 2014, down from over 517,000 in 2013, Census Bureau data shows.

Per-pupil spending for the nation was \$11,009 in fiscal 2014, a 2.7 percent increase from 2013. Among the 50 states and the District of Columbia, New York spent the highest per pupil, at \$20,610, while Utah came in the lowest at \$6,500.

ECONOMY & LABOR

CT loses 1,400 jobs in May

The state lost 1,400 jobs in May, while the unemployment rate remained stable, according to a report released by the Connecticut Department of Labor (DOL).

The DOL said this is the first estimated monthly job loss in the state in 2016. The seasonally-adjusted unemployment rate for Connecticut in May was estimated at 5.7 percent, unchanged for the third consecutive month. In May 2015, the unemployment rate was 5.6 percent.

The DOL also revised downward April's jobs growth from 3,500 new jobs to 3,200 new jobs. Over the past year, Connecticut added 13,900 new jobs.

"Connecticut's decline of 1,400 jobs in May follows a very slow month for job growth across the country," said Andy Condon, director of the Office of Research. "Our labor force saw small but equal percentage declines in both residents employed and unemployed, resulting in an unchanged unemployment rate [from April]."

CT's GDP growth lags behind U.S.

Connecticut's 2015 gross domestic product increase lagged well behind the national and regional averages, according to stats released by the Bureau of Economic Analysis.

Connecticut's GDP increased 0.6 percent in 2015. In 2014, the state's GDP had grown at a rate of 1.2 percent.

The national GDP increase was 2.4 percent, while New England as a region saw growth of 1.3 percent. Vermont had the lowest growth at 0.2 percent followed by Maine at 0.4 percent.

Connecticut was buoyed by a fourth quarter that experienced growth of 1.7 percent, equal to the national growth rate and 23rd best in the country.

New England has highest U.S. employee costs

New England has the highest employer costs for employee compensation nationally, according to new statistics released by the New England Information Office of the U.S. Bureau of Labor Statistics.

Total compensation costs among private-industry employers in the six New England states averaged \$39.26 per hour in March 2016, highest across all Census divisions. Wages and salaries accounted for 70.8 percent of total compensation costs (or \$27.81 per hour), while benefits accounted for 29.2 percent of costs (or \$11.45 per hour).

In the United States, compensation costs among private-industry employers averaged \$32.06 per hour worked in March 2016.

ENERGY & UTILITIES

STR Holdings gets \$8.3M IRS refund

Enfield solar-encapsulant maker STR Holdings said it has received a much needed financial boost in the form of an \$8.3 million tax refund from the IRS.

The refund was the result of a previously disclosed audit with respect to the company's 2014 federal net operating loss carryback.

STR's Chairman, President and CEO Robert S. Yorgensen said the tax refund is material to the company, bringing its cash balance to \$15 million as of June 13. "Having these funds available," said Yorgensen, "is an important development for the company and significantly bolsters our liquidity." In October, after its stock was suspended from the New York Stock Exchange, STR shifted its stock to the highest tier of the OTC Markets Group. It also sold some receivables to Eurofactor Hispania S.A.U.

GOVERNMENT, POLITICS & LAW

Governor signs payroll card bill

A new law has been signed that will allow employers to pay their employees with debit cards instead of paychecks or direct deposit.

The legislation, signed into law by Gov. Dannel P. Malloy, sets guidelines for how employers can use the cards. Employees, though, can't be forced to accept them.

Employees have to expressly authorize, in writing or electronically, that he or she wishes to be paid with a card.

INSURANCE

NY clears Phoenix-Nassau combo

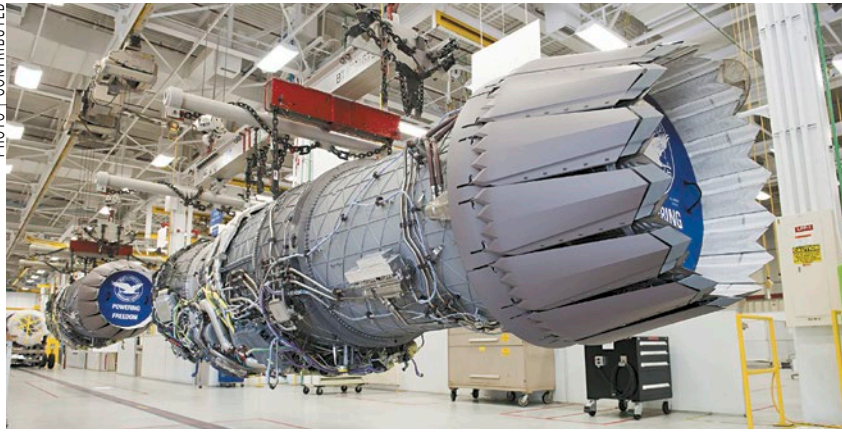
Hartford insurer The Phoenix Cos. Inc. and Nassau Reinsurance Group Holdings say they have cleared the last regulatory hurdle to closing their \$217.2 million merger June 20.

The New York state Department of Insurance approved the pair's merger last week, paving way for the merger to close — pending satisfaction of all remaining closing matters — this week.

New York's greenlight follows the previously rendered merger OK from Connecticut's insurance department.

MANUFACTURING

Senate passes \$16.7B in CT defense spending



Pratt & Whitney's F-135 engine (shown on the production line) will get a boost from federal funding.

Connecticut's aerospace sector is getting a major boost.

Last week, the U.S. Senate approved the National Defense Authorization Act for fiscal 2017, which will funnel \$16.7 billion to Connecticut defense companies.

According to U.S. Sen. Chris Murphy (D-Conn.), the bill provides increased funding for Sikorsky Blackhawks helicopters and the UH-1N Replacement Helicopter Program; advance procurement for Electric Boat's Virginia Class submarines and new SSN design; and Pratt & Whitney F-135 engines for the F-35 Joint Strike Fighter.

REAL ESTATE

State's foreclosure rate drops 16.9 percent

Connecticut's foreclosure rate is showing improvement but it still lags behind the national average. In April, 1.7 percent of Connecticut homes with a mortgage were in foreclosure. The national rate was 1.1 percent.

Overall, the state's foreclosure rate was a 16.9 percent improvement over April 2015, according to CoreLogic, a property information and analytics provider. Completed foreclosures for the 12 months ending April 2016 was 2,669, compared to 5,246 for the 12 months ending April 2015.

The serious delinquency rate in Connecticut, which measures home loans more than 90 days past due, is 4 percent, down 24.5 percent from the year-ago period.

NONPROFITS

Americans donated a record \$373B to charity in 2015

Americans have set a new record for charitable giving.

U.S. individuals, estates, foundations and companies donated \$373.3 billion in 2015, according to the annual report Giving USA. That's 4 percent more than the previous record of \$359 billion set in 2014.

Individual donors were, by far, the biggest source of charitable contributions, according to the report published by The Giving Institute and the Indiana University Lilly Family School of Philanthropy.

Individual giving increased nearly 4 percent to \$264.6 billion last year.

Meanwhile, donations from foundations jumped 6.5 percent to \$58.5 billion and charitable bequests rose 2 percent to \$31.8 billion. Corporate giving totaled \$18.5 billion, an increase of 4 percent.

— CNNMoney

WHAT'S AHEAD:

- 6/27 Focus: **Employee Benefits**
- The List: **Highest-paid Executives**
- Nonprofit Profile: **CT Coalition to End Homelessness Inc.**

CALENDAR

WEDNESDAY, JUNE 22

CBIA 2016 Compensation & Benefits Conference



Lindsey Pollak

The Connecticut Business & Industry Association is hosting a day-long seminar on employee benefits June 22, from 8:30 a.m. to 2:45 p.m. at the Radisson Hotel Cromwell, 100 Berlin Road, Cromwell.

Topics to be discussed include: the future of employee benefits; pay for performance; retaining and engaging employees; short-term incentives; benefit trends of most successful companies; executive compensation; Millennial benefits; and employee wellness and voluntary benefits, among other topics.

Featured speakers include **Lindsey Pollak**, best-selling author and Millennial-workplace expert.

Cost to attend is \$186.11 for members; \$244.61 for nonmembers. For more information or to register go to: <http://www.cbia.com/>.

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Foxwoods' online social-gaming platform offers players a range of casino-style games including poker and slots. It's free to play and users can earn points that can be cashed in at the brick-and-mortar casino for food, shopping and overnight stays. Other casinos, including Mohegan Sun, are increasingly adopting online social-gaming platforms.

Social gaming among CT casinos' latest battles

By Matthew Broderick

Special to the Hartford Business Journal

As the vice president of gaming and revenue enhancement for Foxwoods Casino, Eric Pearson faces the twin challenges of building brand loyalty and driving new and repeat business. With growing competition from new casinos cropping up across state borders in New York and Massachusetts — not to mention Uncasville-based Mohegan Sun — that's no easy task.

So Foxwoods is hedging its bets by bringing its gaming experience online with an enhanced FoxwoodONLINE social-casino platform that launched in April.

"We created an opportunity to differentiate ourselves in the online play-for-fun space," Pearson said. "We customized the site to feature the sights, sounds and games at Foxwoods."

So far, the gamble seems to be paying off.

Pearson said the daily average usage — a key performance metric in the online gaming world — has already doubled Foxwoods' previous online efforts, which initially launched in 2014 and has seen a significant increase in mobile users. "When we launched two years ago, between 10 to 12 percent of our users played on mobile devices," Pearson explained. "Now, it's nearly 50 percent."

Online casino games have become big business — driven by the proliferation of mobile devices, a Millennial generation that demands online access and an expansion of the types of games available to users.

"When we started our site [last year], it was mostly online poker games," said Aviram Alroy, vice president of interactive gaming at Mohegan Sun. "Now, we have more than 100 games including slot games and — in the near future — more table games." Alroy said nearly one-quarter of the top downloaded mobile games today are casino-type games.

That's helping to build a small but growing revenue stream for major players like Mohegan Sun and Foxwoods through features like in-app purchases. But the real revenue driver is allowing online players to win points or credits that can be redeemed at the casino for food, shopping and overnight stays.

To fast track those efforts — and encourage daily usage — both Mohegan Sun and Foxwoods' online

social-gaming platforms offer a variety of bonus credits, daily spins and challenges that make it easier for users to amass points. "We offer new enrollees 10,000 virtual credits," said Foxwoods' Pearson. "And we have a variety of daily quests — like playing three different games or completing 100 spins — that can help generate bonus credits and unlock new games."

While online gambling for money is only legal in three states — New Jersey, Delaware and Nevada — on an intrastate level, Bobby Soper, president of the Mohegan Sun Gaming Authority, sees his casino's online efforts as a way to better understand the market opportunity.

"Online gambling is going to grow as more [states] adopt it," said Soper. "Strategically, we want to build loyalty [to our online platform] in the early stages."

Globally online gambling is forecast to be a \$56 billion a year market by 2018, more than doubling since 2009, according to Statista, an online market research firm. And the United States is expected to take in nearly one-third of that global haul. That has some states looking more closely at the issue. In fact, in 2015, a handful of states — including California, Illinois, Massachusetts and Pennsylvania — introduced online gaming legislation.

This past legislative session, Connecticut lawmakers considered a bill to legalize and regulate online daily fantasy sports, but the measure didn't pass.

While both Foxwoods and Mohegan Sun have an eye on legalized online gambling — and what it might mean to their bottom lines — Pearson said Foxwoods remains dedicated to the play-for-fun space. "We see a real value in social gaming and it's very different than online gambling," he said.

Pearson predicts that social gaming will continue to grow as more land-based casinos implement online platforms. "Less than half of casinos have any online presence today," he said. "But as gaming becomes even more popular, that will change over the next three to five years."

And though Mohegan Sun and Foxwoods hope their online endeavors find success, they still want to attract people to an actual casino floor. "Even the best virtual-gaming experience can't replicate the feeling of being in a casino," said Mohegan's Alroy.



Eric Pearson, vice president of gaming and revenue enhancement, Foxwoods Casino



Bobby Soper, president, Mohegan Sun Gaming Authority

Q&A

Collins hopes summer, fall aid HSO's revival

By Keith Griffin

kgriffin@HartfordBusiness.com

It's been a time of change for the Hartford Symphony Orchestra in 2016. It settled a contentious contract dispute with its musicians in January and then entered into a new operating agreement with The Bushnell, which had been a point of conflict with the union due to concerns over the performance venue's oversight. The symphony also named Steve Collins its new executive director in March. Here's what Collins had to say in a recent interview.

Q: The end of winter was a tumultuous time for the Hartford Symphony. How are things looking now that the contract negotiations are behind you?

A: Things are looking fantastic. It was really important to move forward into the spring season. The first week of April really marked some important changes. We announced our new relationship with The Bushnell, I was named executive director, and we had our annual gala. It was the most successful gala we had in years. It was a real testament and show of belief in the Hartford Symphony Orchestra moving forward. Since the spring, there has been great box-office success.

Q: HSO also has a new, renegotiated four-year management services contract with The Bushnell that returns overall management responsibilities to the HSO administrative staff. Does that have any impact on what the audience will see in terms of performances?

A: The changing relationship was all part of a plan. We first entered into an alliance with The Bushnell about two years ago. It was intended to be temporary. This change was always part of the plan, to redefine the management services to a lessor role and name an executive director.

Nothing done in all of this is directly attributable to what the public sees. There will be changes to performances related to changes with the symphony, in terms of how I see the symphony evolving. We need to find ways to reach out to diversify our audience.

Q: How has attendance been for performances? What steps are being taken to improve attendance going forward? What about Millennials?

A: Virtually every orchestra in the country has the same challenges in terms of improving attendance and diversity. Younger audience members are an important group to understand their buying

habits and what they're looking for in their entertainment experience.

We will experiment with different kinds of concerts aimed at folks not involved with the orchestra now. Concerts will be designed to meet the uninitiated on their own terms. They will be presented in a much more casual and social format.

It's key to communicate what's unique and exciting about those concerts in a way we don't normally. There will be more reliance on social media.

Q: The summer season is upon us and with it your Talcott Mountain Music Series. How important is the Simsbury venue to HSO?

A: The Talcott Mountain Music Series with its five performances is an important concert series for us. The Simsbury Performing Arts Center is a unique combination of small town charm, great venue and some important stars. Talcott Mountain is an opportunity to reach a different audience that is family friendly. Last year 26,000 attended it.

It's important to stretch, too, in terms of musical genre. For example, this summer we have a concert featuring the music of Ray Charles and Motown. It's a different experience for people. It's important to show orchestral music is more than 200 year old music.

Our total audience is typically about 90,000 for the year including Talcott, which accounts for 20 to 25 percent of our total attendance.

Q: How do you stay competitive against free summer concerts?

What's unique about our summer concert offering is there is nothing like it in Connecticut. We offer a combination of breadth of musical genres and a spectacular fireworks program on July 1.

There isn't much out there that has that impact of full orchestras with world-class artists. I think we occupy a unique slice of the summer market place.



STEVE COLLINS

Executive director, Hartford Symphony Orchestra

Largest entertainment & sporting venues in Connecticut

(Ranked by estimated 2015 attendance)

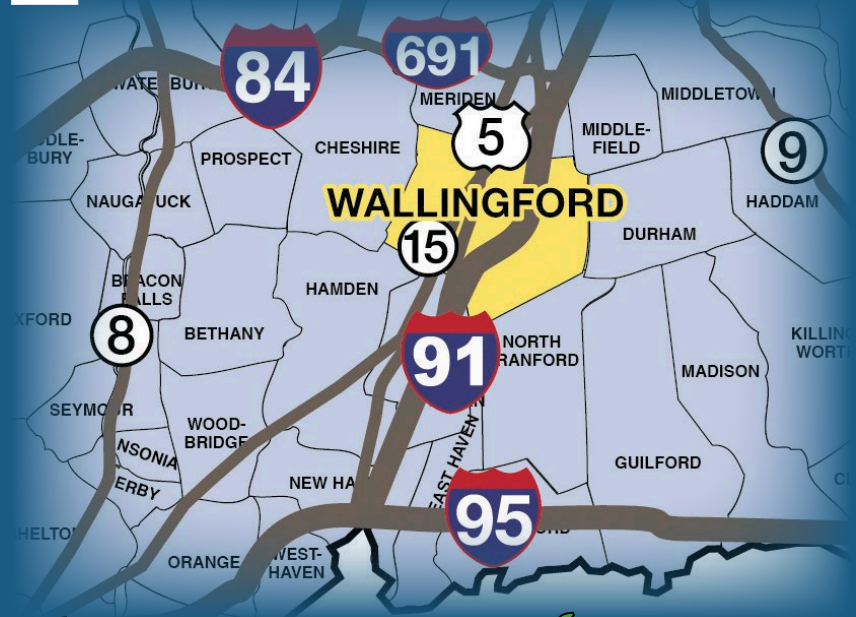
Rank	Venue	2015 attendance	Employees/ Volunteers	Profit or nonprofit	Description	Top executive	Year founded
1	Foxwoods Resort Casino 350 Trolley Line Blvd. Mashantucket, CT 06338 800-369-9663; www.foxwoods.com	12,833,043	6,500	Profit	Hospitality, entertainment, gaming, retail, dining, golf, spa and hotel	Felix D. Rappaport	1992
2	Mohegan Sun 1 Mohegan Sun Blvd. Uncasville, CT 06382 888-226-7711; mohegansun.com	7,300,000 (1)	6,735	Profit	Entertainment, gaming, dining, shopping, hotel, spa and meetings/conventions	Ray Pineault	1996
3	Webster Bank Arena (2) 600 Main St. Bridgeport, CT 06604 203-345-2300; websterbankarena.com	750,000 (3)	NA	Profit	Family entertainment including Sound Tigers hockey and Fairfield University NCAA basketball	Michael Picker	2001
4	Mystic Aquarium 55 Coogan Blvd. Mystic, CT 06355 860-572-5955; www.mysticaquarium.org	662,224	250 300	Nonprofit	Underwater worlds and creatures including beluga whales, penguins and more; interactive experiences, exhibits and animal adventures	Stephen M. Coan	1973
5	XL Center 1 Civic Center Plaza Hartford, CT 06103 860-249-6333; www.xlcenter.com	600,000	NA	Profit	Hosts Hartford Wolf Pack, UConn basketball, concerts and family entertainment	Chris Lawrence	1977
6	Fox Theater 39 Norwich Westerly Road Mashantucket, CT 06338 800-200-2882; www.foxwoods.com	467,000 (4)	NA	Profit	Theater featuring comedy, music, and international talent	Monique Sebastian	1992
6	Grand Theater 39 Norwich Westerly Road Mashantucket, CT 06339 800-200-2882; www.foxwoods.com	467,000 (4)	NA	Profit	Theater featuring performers, concerts, sporting events and off-Broadway shows	Monique Sebastian	2008
8	The Maritime Aquarium at Norwalk 10 N. Water St. Norwalk, CT 06854 203-852-0700; www.maritimeaquarium.org	459,829	125 337	Nonprofit	Exhibits sharks, seals, sea turtles, jellyfish, river otters and other animals native to Long Island Sound and its watershed; study cruises, educational programs and IMAX movie theater	Brian Davis	1988
9	Connecticut Science Center 250 Columbus Blvd. Hartford, CT 06103 860-724-3623; www.ctsciencecenter.org	332,000	NA 44 (5)	Nonprofit	Science-based museum, educational and tourism venue	Matt J. Fleury	2009
10	The Bushnell Center for the Performing Arts 166 Capitol Ave. Hartford, CT 06106 860-987-6044; www.bushnell.org	318,000	100 580	Nonprofit	With two performance halls and multiple public event spaces, The Bushnell hosts more than 450 events annually, including Broadway tours, symphonies, family entertainment, concerts, and local arts and community events	David R. Fay	1929
11	XFINITY Theatre 61 Savitt Way Hartford, CT 06120 203-269-8721; www.livenation.com	301,606	685 0	Profit	Indoor/outdoor amphitheater with a capacity of more than 24,000	Jim Koplik	1995
12	Connecticut's Beardsley Zoo 1875 Noble Ave. Bridgeport, CT 06610 203-394-6565; www.beardsleyzoo.org	280,000	40 (6) 120	Nonprofit	300 animals representing primarily North and South American species; South American rainforest with aviary, prairie dog exhibit, farmyard; hoofstock trail featuring bison, pronghorn, deer, café, picnic grove, indoor carousel	Gregg Dancho	1922
13	New Britain Stadium (7) 230 John Karbonic Way New Britain, CT 06050 800-246-GOAT; yardgoatsbaseball.com	267,377	350 0	Profit	Stadium hosted 71 home games of the New Britain Rock Cats, a Double-A baseball team affiliated with the Minnesota Twins	Tim Restall	1973
14	Mystic Seaport 75 Greenmanville Ave. Mystic, CT 06355 860-572-0711; www.mysticseaport.org	258,829	350 600	Nonprofit	Maritime museum featuring historic tall ships, a working preservation shipyard, a re-created seafaring village, exhibits and more	Stephen C. White	1929
15	Pratt & Whitney Stadium at Rentschler Field (8) 615 Silver Lane East Hartford, CT 06118 860-610-4700; www.rentschlerfield.com	230,000	NA	Profit	Hosts University of Connecticut football as well as concerts, international soccer matches, and family entertainment and exhibitions	Chris Lawrence	2003
16	Quassy Amusement & Waterpark 2132 Middlebury Road Middlebury, CT 06762 203-758-2913; www.quassy.com	220,000	NA	Profit	Family amusement and waterpark on Lake Quassapaug with more than two-dozen rides and attractions	George Frantzis II	1908
17	Dodd Stadium 14 Stott Ave. Norwich, CT 06360 860-887-7962; ctigers.com	195,000	150 0	Profit	Single-A minor league baseball team of the Detroit Tigers	C.J. Knudsen Dave Schermerhor	1995 (9)
18	Toyota Presents Oakdale Theatre 95 S. Turnpike Road Wallingford, CT 06492 203-269-8721; specialevents.livenation.com	176,649	35	NA	Year-round concert venue and event space for graduations, weddings, parties, proms, galas, meetings and more	Natalie Krohn	1954
19	Thompson Speedway Motorsports Park 205 E. Thompson Road Thompson, CT 06277 860-923-2280; www.thompsonspeedway.com	150,000	5,075 (10) 20	Profit	NASCAR short track racing featuring modified, late model, limited sportsman and mini-stock divisions; facility includes a 1.7-mile road course hosting sports car and motorcycle events	Donald J. Hoenig Jonathan Hoenig Donald R. Hoenig	1940
20	Goodspeed Musicals 6 Main St. East Haddam, CT 06423 860-873-8668; www.goodspeed.org	102,800	250 40	NA	Three musicals produced each year at the Opera House in East Haddam and additional productions at the Norma Terris Theatre in Chester	Michael Gennaro	1963
21	Lime Rock Park 60 White Hollow Road Lakeville, CT 06039 860-435-5000; www.limerock.com	100,000	25 100	Profit	Major races include IMSA, SCCA, Ferrari Challenge, WeatherTech SportsCar Championship; Plus club racing, historic festival, track days, winter autocross, summer autocross, charity events and fireworks	Skip Barber Georgia Blades Sewell Steve	1957
21	The Warner Theatre 68 Main St. Torrington, CT 06790 860-489-7180; www.warnertheatre.org	100,000 (11)	30 (12) 800	Nonprofit	Former movie palace now hosting more than 170 performances, including family entertainment and national performing artists, performing arts school, 300-seat black box theater and 8,000-square-foot costume shop	Lynn Gelormino	1931
23	Hartford Stage Co. 50 Church St. Hartford, CT 06103 860-527-5151; www.hartfordstage.org	90,564	80	Nonprofit	Tony award-winning theater producing six main-stage productions and "A Christmas Carol"	Michael Stotts Darko Tresnjak	1964
24	Shubert Theater 247 College St. New Haven, CT 06510 203-624-1825; www.shubert.com	90,000	15 235	Nonprofit	Presents Broadway, dance, opera, cabaret and family entertainment	John Fisher	1914
24	The Ridgefield Playhouse 80 E. Ridge St. Ridgefield, CT 06877 203-438-5795; www.ridgefieldplayhouse.org	90,000	NA	Nonprofit	The Playhouse presents national and local acts and is the cultural hub for the town of Ridgefield	Allison Stockel	2000
26	Infinity Music Hall & Bistro 32 Front St. Hartford, CT 06103 866-666-6306; InfinityHall.com	75,000	50 25	Profit	Music and dining destination in the Front St. Entertainment District	Dan Hincks	2008
27	Dinosaur State Park 400 West St. Rocky Hill, CT 06067 860-529-5816; www.dinosaurstatepark.org	46,000	2 (13) 100	NA	Five hundred Jurassic period dinosaur tracks housed under the exhibit center's geodesic dome	Meg Enkler	1966

Source: Each venue via survey. Lake Compounce was contacted but did not respond to the survey for this year's list or declined to participate.
(1) Average annual attendance.
(2) Formerly called Arena at Harbor Yard.
(3) Estimate from 2015 survey.
(4) 285 events with over 467,000 tickets issued for the Fox and Grand Theaters.
(5) Data from FY 2014 Form 990.
(6) 32 seasonal employees.
(7) 2015 was the Rock Cats' last season; now, the Hartford Yardgoats, a Double-A baseball team affiliated with the Colorado Rockies to play in Hartford's Dunkin' Donuts Park.
(8) Known as Rentschler Field until Sept. 3, 2015.
(9) Connecticut Tigers 2010.
(10) Figure from 2015 survey.
(11) Includes events not ticketed.
(12) Eleven full-time employees.
(13) 6 seasonal employees.
—Compiled by Stephanie R. Meagher.

To view the full list, please visit HartfordBusiness.com

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DEAL WATCH

Plaza at Buckland Hills to undergo major facelift

A retail-anchored strip center adjacent to Manchester's Buckland Hills mall is preparing to undergo a major facelift, beginning next spring, its landlord says.

The Plaza at Buckland Hills is a 309,000-square-foot shopping center at 1470 Pleasant Valley Road, at the north-west corner of Pleasant Valley and Buckland Roads, at I-84.

Maryland realty investment trust WP Glimcher is the property's master landlord.

According to Glimcher's Development Vice President Steve Nikel, the renovation will begin next April, with completion set for that fall. New York's Create Architecture Planning & Design LLC is the designer.

Glimcher declined to say how much it's investing in the latest renovations, though it says the upgrade will be the first since a 1993 "refresh" at the time the landlord acquired the property. Glimcher does not own the larger The Shoppes at Buckland Hills mall.

"W.P. Glimcher routinely evaluates its assets to assure that properties have a clean, fresh, modern look for our consumers and tenants," Nikel said via email. "We want to remain competitive in the market."

According to Manchester Planning Director Mark Pellegrini, the town awaits filing of Glimcher's formal application to the planning and zoning commission for review and approval of its proposed renovation of some of the plaza's buildings that it owns, and others owned by tenants.

Among the plaza's department-store and specialty-retail tenants occupying about 240,000 square feet total: Toys R Us; Jo-Ann Fabrics; PetSmart; Michael's Arts & Crafts; and Big Lots. Smaller retailers occupy another 68,000 square feet or so in the plaza, according to Glimcher's online filings.

As previously reported, a pair of national chains have opened or will in the plaza. Five Guys Burgers & Fries recently opened in a 6,000-square-foot, multi-tenant building on the grounds. Haircut franchise Sport Clips is slated to open this summer.

\$1.5M S. Windsor listing

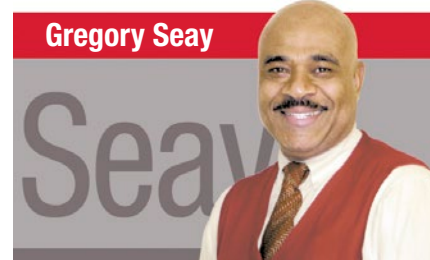


330 Nutmeg Road, South Windsor.

A 26,970-square-foot industrial-warehouse building in South Windsor is on the market with a \$1.495 million list price, brokers say.

The metal building on 1.69 acres at

Gregory Seay



3300 Nutmeg Road was erected in 1982 and remodeled in 1990, according to listing broker Sentry Commercial.

Included in its footprint is 2,970 square feet of office space. It also features a pair of 14-foot by 14-foot drive-in doors; four dock doors; and parking for 30 vehicles.

\$810K Bristol sale



1001 Farmington Ave./Route 6, Bristol.

A multi-tenant Bristol professional office building has sold for \$810,000, brokers say.

Bristol Properties Inc. sold the 11,702-square-foot building at 1001 Farmington Ave./Route 6 to optometrist Dr. Helen Zervas, according to seller's broker Advance Realty CT.

Damato Realty represented the buyer.

First Student renews

School-transportation provider First Student Inc. has renewed its Bloomfield bus-barn lease in an industrial park at 522 Cottage Grove Road.

First Student occupies 12,270 square feet of office and warehouse space in the 64,000-square-foot, multi-building park on 22.3 acres. Kinneret Associates L.P. is landlord.

Sentry Commercial was sole broker.

SNE's E. Granby renewal

SNE Building Systems Inc. has renewed its lease on 10,560 square feet at Airport Business Center in East Granby.

The temperature control and automation contractor has occupied the 48,480-square-foot business center at 29 Kripes Road since 1999.

Airport Business Center III LP is landlord.

Sentry Commercial was sole lease broker.

Deal Watch wants to hear from you. E-mail it, along with contact information to: gseay@HartfordBusiness.com. Gregory Seay is the Hartford Business Journal News Editor.

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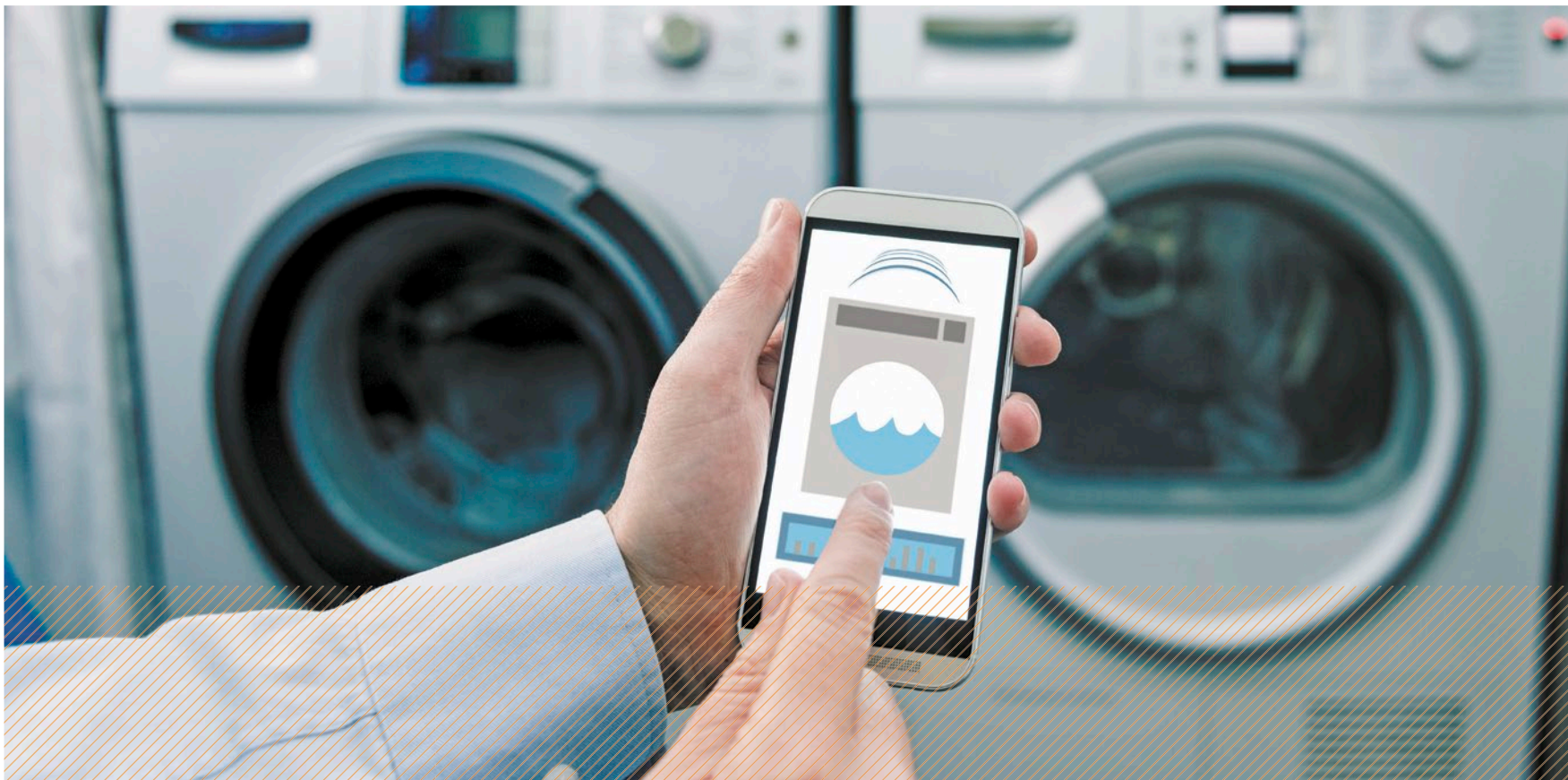
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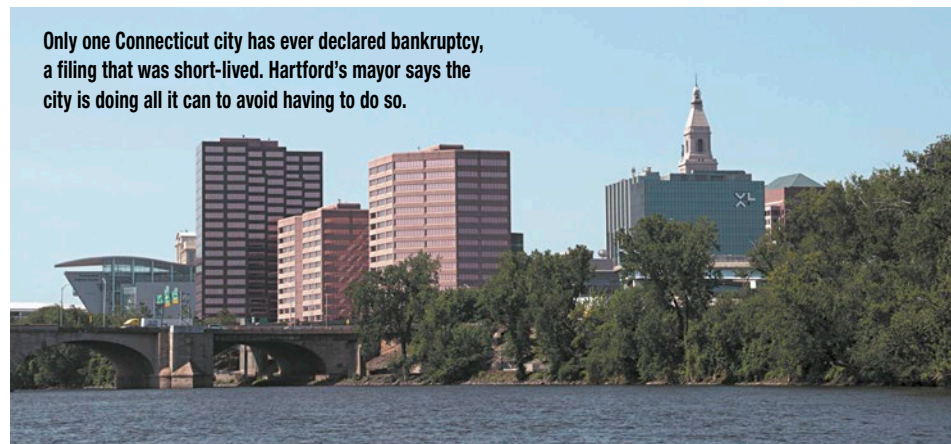


Hartford Steam Boiler

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Unions, business sector must pitch in



New regional revenue sources, along with options other than a costly bankruptcy filing, which would primarily benefit the city by allowing it to crack open collectively bargained pacts with its city workers, must be identified, Bronin says. Several city-employee unions say they have shared a list of their ideas with city hall.

But the mayor, who is nearly six months into his elected tenure as chief of Connecticut's Capital City and second largest by population, said Hartford's options for righting its fiscal ship are extremely limited. Hartford sits as the state's most property-tax burdened municipality, with a mill rate of \$74.29 for every \$1,000 of assessed property value.

Moreover, the city has begun layoffs of city workers, Bronin said, particularly those whose jobs are not directly tied to public safety, such as police and fire, and vital city services, such as public health-safety checks and certain social services.

Even marshalling every nickel in savings from layoffs, operating cutbacks and renegotiating wage pacts with city-worker unions, Hartford still faces a minimum \$48 million budget deficit for the ensuing fiscal year, Bronin says.

Backed against that wall, the city is weighing any or all of its options for solving its financial misfortunes, saving a bankruptcy filing as its final contingency, he said.

"There's a limit to how much you can cut," the mayor said, "and we have long ago passed the ability of how much more you can tax. ... We are not afraid to do difficult things."

The biggest challenge the city faces, Bronin said, is curbing its reliance on property taxes to run the city and provide services to residents and businesses.

Among the potential regional solutions, Bronin said, "I'm talking about many different types of regional services sharing."

It, too, may mean, he said, the city seeks new revenue sources or shares in some existing ones, such as the state sales or income taxes, or perhaps even establishing a regional property tax.

But any of those options would require legislative approval, a tall task considering the state's own financial woes. The General Assembly did vote earlier this year to allow the city to keep proceeds from the state's 10 percent admissions tax charged to Dunkin' Donuts Park ticket buyers. However, the city has yet to benefit from the measure due to the ballpark's delayed opening.

Bronin said that aside from input from his aides and fellow city leaders, he also has reached out to the city's employee unions, as well as to Hartford's business community, and to his fellow mayors and first selectmen in neighboring suburbs.

"We can't solve this problem on our own," he said. "There is a growing recognition that if Connecticut and the capital region are going to compete with metro centers around the U.S., we have to position the heart of the

region as a strong, growing, vibrant commercial and cultural center."

Hartford's conservative think-tank, The Yankee Institute, was among the first to openly explore the potential impact of a Hartford bankruptcy filing in a May 26 blog post. It notes that the city's financial woes underscore the shortcomings of binding arbitration in collective bargaining and should not be overlooked.

"It's really important for everyone across the state to pay more attention to what's happening in Hartford, especially because taxpayers who live outside of Hartford fund about half the city's budget," Yankee President Carol Platt Liebau said via email.

Close calls

One of the nation's richest states, Connecticut only once had one of its cities file for bankruptcy — which was later withdrawn — although several have come close. Nationwide, cities ranging from Detroit, Mich., to a pair of California communities — Stockton and Vallejo — to tiny Central Falls, R.I., have filed for, and emerged from, Chapter 9 in the past decade.

Connecticut's closest call occurred in 1991, when then-struggling Bridgeport shocked the state with its filing. However, reluctant state leaders eventually allowed that city to tap into a \$15 million "lock box" of funds earmarked for the city, prompting dismissal of the filing. Later, Connecticut lawmakers enacted the law mandating the governor's approval for future municipal bankruptcy filings.

Next, in the early '90s, came oversight of the shoreline city of West Haven and the state receivership of Griswold's Jewett City borough, and, in 2001, oversight of Waterbury. All four oversight boards eventually were dissolved after satisfying specific milestones, including creating a sustainable finance plan. Waterbury, in particular, emerged on better financial footing, though some observers say its fiscal affairs remain tenuous.

"Waterbury is still in a very difficult financial position," said veteran city firefighter John Schultz, who is president of the city's 225-member firefighters' union Local 1339. Even with the board's oversight, it was anticipated to take 20 years for Waterbury to make up for lost financial ground, Schultz said.

Waterbury firefighters, he said, openly opposed an oversight board, and, later, when the board began negotiating labor pacts as they came due, their union wasn't treated as fairly as their peer bargaining units.

However, with better fiscal controls in place and charter changes, his city is much better off today than it was a decade earlier, Schultz said. One such charter change decreed the city's pension contributions and assets benefit only retirees, and not be used, as they were in years leading up to Waterbury's crisis, to pave streets and fund other city projects, especially during

Other ways Hartford could get paid

According to Hartford's police and other unions, they have submitted — or at least support — to Mayor Luke Bronin a list of revenue-generating ideas. Among them:

- **Road-use fees** on event attendees to the XL Center, Bushnell Theater and Xfinity Music Hall in the city's North Meadows. According to police union head Sgt. Richard Holton III, approximately 220,000 visitors a year travel city streets to attend concerts, forums and other entertainment events at those venues. A \$5 surcharge, say, on each ticket sold to attend would reimburse the city millions for the cost of overtime and responses by police, fire and other safety services on event nights.

- **9-1-1 fee for renters.** Akin to a fee imposed on New York City renters, a \$3 to \$5 per month surcharge on landlords for each living unit they lease to tenants. This fee would remit millions to the city annually for dweller's access to emergency and other services.



Sgt. Rich Holton, head, Hartford police union

- **City-run towing.** Put under the city's umbrella this currently outsourced service. With some 9,700 vehicles towed last year for an average bill of \$93 apiece, that would generate nearly \$1 million annually for city coffers. Of course, the city would need tow trucks and ancillary equipment and support systems. City residents could be hired as drivers and support staff.

- **Enforce its existing ordinance** allowing the city to tax multi-use dwellings as businesses rather than residences, especially when the owners don't live there. Hartford has a number of converted-apartments-to-condos whose owners lease them out but that are inadequately taxed based on this use.

- **Tax college dorms/apartments.** Trinity College has built new apartments on its campus for which it is exempt from taxes despite the units not being used primarily for learning.

— Gregory Seay

election years, he said.

Noting that Hartford's woes are shaded more differently than Waterbury's, Schultz said it would behoove Hartford's city bargaining units to work collectively with the city to craft ways to close current and future deficits. He also suggests both sides first undertake a thorough audit to get a clearer picture of the city's finances.

"I think there's a lot more to be heard there," Schultz said.

Collaboration is key

Bronin faced fierce resistance from unions, nonprofits and others earlier this year on his failed state legislative proposal to create a similar financial sustainability commission for the city of Hartford. The commission would have given an oversight board made up of various constituents, including two business representatives and one union representative, among others, final say over new labor contracts and the ability to negotiate pension and health benefits.

Hartford police Sgt. Richard Holton III is president of their union local. Holton said his 402 members want to help the city dig out of its financial hole, even presenting the mayor a list of their ideas for generating revenue beyond property taxes. But Bronin's call for salary/benefit cuts of \$10,000 to \$12,000 per officer annually are unacceptable, he said.

The police and other city unions, he said, prefer the city exhaust all available revenue options before it weighs bankruptcy.

"But at this point in time," Holton said, "I don't think that's happened yet."

The American Federation of State, County and Municipal Employees (AFSCME), representing about 750 city and school-system workers, says, it too, has had talks with Bronin on mutually beneficial solutions to the city's woes. Just recently, about 200 city custodians agreed to a new pact that lacks raises,

said Council 4 AFSCME Executive Director Sal Luciano. Also underway are negotiations for a new contract covering some 500 city workers, among them dispatchers, public works staff and librarians, Luciano said.

The city, too, has discussed with its bargaining units, he said, the possibility of consolidating disparate health plans into a single one to save several million dollars annually.

Hartford's business community, too, insists on having a say in any resolution, according to MetroHartford Alliance CEO Oz Griebel.

Indeed, a Hartford bankruptcy filing alone won't guarantee all the city's financial problems are behind it, Griebel said. More important, says the chief of Hartford's regional chamber of commerce, many corporate leaders and others he has polled about a potential city bankruptcy insist any workout must involve collaboration from all key stakeholders — city leaders, workers and residential and corporate taxpayers.

Bronin agrees. "We want them at the table as we try to design a regional solution," he said.

Still, Hartford's persistent fiscal woes have it staring down the barrel of a potential Chapter 9 municipal bankruptcy.

Henzy, the Hartford bankruptcy lawyer, was a law clerk in Bridgeport bankruptcy court in 1991 when that city filed. His takeaway from Bridgeport's experience is that there are limits to a municipal bankruptcy that also raises enough questions and future uncertainty to truly render it the door of last resort.

Along with questions, Henzy said, as to the potential impact of a bankruptcy filing for Hartford's business, cultural and political image, not to mention the psyche of its residential, civic and corporate citizens, are others.

"What do you get out of it in the end?" Henzy said. "Are you on the path to fiscal sustainability?"

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Content marketing gains in popularity

news stations and distribute freely through social media and other channels.

Its first 30-minute special shot in the new studio was broadcast earlier this month on NBC Connecticut/WVIT — called “Hope After Heroin: Stories of Recovery” — examining the destructive opioid epidemic that caused more than 400 overdose deaths in Connecticut last year.

The production — shot and assembled in a studio featuring four high-definition cameras, high-end switching equipment, computer monitors, a teleprompter and a soft purple-backlit set — is a form of “content marketing” or “brand journalism”, serving as hybrid news and advertising content.

It’s not quite journalism, many would argue, since Hartford HealthCare has a financial stake in the services the program promotes, as well as total control over the content. But it’s no infomercial either.

Given its high-quality production and newsroom feel, a casual viewer could be forgiven for thinking the special was created by a professional news team.

That’s because, in a sense, it was.

Narrating and conducting interviews for “Hope After Heroin” were former FOX 61 anchor Rebecca Stewart and her colleague Tina Varona, a former TV news reporter at a CBS station in Miami and at News 12 in Norwalk. Both are public relations staffers at Hartford HealthCare, Stewart since 2010 and Varona since 2013.

An HBJ reporter was invited to view a final session of filming for the special early this month at the new studio. Taking occasional cues from producer Nick Dethlefsen — Hartford HealthCare’s in-house videographer — Stewart and Varona delivered their lines with textbook TV news intonation, often in just a few takes.

Also working on the shoot as executive producer was Dethlefsen’s wife, Melissa Dethlefsen, a marketing manager at Hartford HealthCare since 2013 and a former WFSB producer.

In between takes, Stewart said that the in-house production capabilities Hartford HealthCare has built since her hiring six years ago gives it a leg up in an age where newsrooms are shrinking and it’s tougher to get desired coverage.

Hartford HealthCare still fields inquiries from reporters and sends out press releases and pitches. But that’s just part of their evolving strategy.

“If you’re not visible in this very visible market, someone else will be,” Stewart said. “We aren’t waiting for people to cover our stories.”

Keith Fontaine, Hartford HealthCare’s vice president of marketing and branding, said “Hope After Heroin” provides useful information and promotes the Hartford HealthCare brand at the same time.

He said the health system is in the midst of a deliberate transformation of how it communicates with the broader public.

“We’re storytellers,” Fontaine said. “We know change is coming. People consume information differently now.”

Building awareness

The Newington studio is actually Hartford HealthCare’s second production facility. It built another smaller studio in 2012 at its Hartford Hospital campus that beams video feeds of its doctors to TV news teams seeking medical experts for interviews — another way to build brand awareness.

The larger Newington studio, however,



Nick Dethlefsen, a former FOX 61 editor and photographer, is now Hartford HealthCare’s in-house videographer, and acted as producer and audio-visual guru for “Hope After Heroin.”

allows Hartford HealthCare to deepen its content-marketing capabilities.

In addition to the stories of three Connecticut residents who overcame their addictions with the help of treatment, “Hope After Heroin” includes interviews with Hartford HealthCare officials on the Newington set. A flat-screen television set between two chairs, where interviewers and subjects sat, displayed the title of the special and Hartford HealthCare’s pinwheel-shaped logo.

The program, which Hartford HealthCare paid NBC to air (separately from the station’s news broadcast), is peppered with references to Hartford HealthCare addiction-treatment services and how to contact them.

NBC aired the program as part of an advertising deal it signed with Hartford HealthCare in November.

The deal also included the airing of Hartford HealthCare’s annual fundraising gala in February, brief “Connect to Healthier” segments during Sunday morning news broadcasts, and traditional commercials, according to Hartford HealthCare, which declined to disclose what it spent on the package.

Content marketing a challenge for newsrooms

Fontaine’s team of ex-journos are certainly storytellers.

But “Hope After Heroin” is storytelling with a motive: The promotion of Hartford HealthCare’s addiction-treatment services.

Absent from the program were appearances by any experts from competing hospitals, or any mention of competing addiction-treatment programs in the state.

Stewart and Varona interviewed Patricia Rehmer, senior vice president of behavioral health and former commissioner of the state Department of Mental Health and Addiction Services. Also appearing were Dr. Craig Allen,

medical director of Hartford HealthCare’s Rushford Treatment Center, which provides mental health and addiction treatment, and Hartford Deputy Police Chief Brian Foley, who handles media relations for the department.

Stewart said she understands that a journalist would likely include other outside sources for balance and fairness, but the former news anchor said her mission is to promote her employer’s physicians and expertise.

“We are a part of the solution to this opioid crisis and we are proud to share these stories of recovery,” she said. “We’re not putting other hospitals’ websites on there and we certainly wouldn’t expect them to list ours.”

Susan Tully, NBC Connecticut’s general manager, said in an interview that the station is careful to separate its news operations from its paid programming.

Though “Hope After Heroin” has a newsy feel to it, Tully feels it’s easily distinguishable as separate from her station’s news programming. It’s branded throughout with Hartford HealthCare’s logo, she noted. NBC’s news graphics and staff also weren’t used.

“Viewers know it’s not a news time period and it’s not replacing news,” Tully said. “They’re branding it, so it’s obvious.”

Tully said she has found Hartford HealthCare’s content — beginning with its shorter Sunday segments that helped build trust between the two organizations — to be well produced and its team to be professional and understanding of the invisible wall between news and advertising that’s considered sacred by the highest-quality news organizations.

But not everyone is pleased with the spread of content marketing.

Benjamin Bogardus, an assistant professor of journalism at Quinnipiac University who has worked for TV news stations in Connecticut, Washington, D.C., Texas and other areas, said

he has seen paid content at his previous jobs, but nothing quite like “Hope After Heroin.”

As a viewer, he said the program had “the highest-quality TV news production values.”

But as an educator of aspiring journalists, Bogardus said he felt NBC did not adequately label the program as paid content, which he thought was especially important given that it was shot in the style of a news special.

He said there should have been a disclaimer at the start of the program (which can be viewed on Hartford HealthCare’s website) explaining it was sponsored content.

“[The viewer] needs to know who is paying,” Bogardus said. He worries some viewers could mistake programs like “Hope After Heroin” as unbiased news programming.

“If it was so clear this was paid programming and not news, why go through all the trouble of trying to make it look like a newscast?” he asked.

Tully said a second June 19th airing of the program would include a disclaimer.

While he has his reservations, Bogardus said he’s under no illusion that content marketing is going away, given a fragmented media industry that has forced news organizations to compete with new technologies for ad dollars.

Sara-Beth Donovan, senior vice president of Avon ad agency Mintz + Hoke, is Hartford HealthCare’s media buyer.

She thinks content marketing works.

“The world of content integration can result in a more meaningful delivery of that message,” Donovan said.

Donovan said that a decade ago, a health system producing something like “Hope After Heroin” would have involved many different parties, including a media buyer, PR firm and advertising agency. A health system creating the product entirely in-house and owning the content afterwards was a pipedream, she said.

“Now the world works in an integrated fashion,” she said.

MOVERS & SHAKERS



Todd Purcell



Mark Duclos



Dr. Khuram Ghuman



Frank Fetzer



Christopher Durant



Rebekah Doweiko

Webster Bank names new SVP of digital marketing

Waterbury-based Webster Bank announced that **Todd Purcell** has joined the company as senior vice president and director of digital marketing. He is based in Waterbury and is responsible for the planning, design and execution of a comprehensive digital marketing strategy that includes website development, search optimization, paid display, email marketing and social media.

Purcell has more than 20 years of digital marketing experience in the wealth management, insurance and banking sectors. He has driven large-scale digital transformation initiatives, most recently at The Hartford and MetLife.

Hoffman Used Car SuperStore announces sales director

Hoffman Auto Group announced that **Kevin Warriner**, current sales director of Hoffman Lexus, Hoffman Audi East Hartford, Hoffman Porsche and Hoffman Ford Lincoln, has been promoted to an expanded role that includes sales director of Hoffman Used Car SuperStore.

Warriner has more than 20 years with Hoffman Auto Group.

Sentry Commercial president makes Society of Industrial and Office Realtors board

Mark Duclos, president of Sentry Commercial in Hartford, which specializes in brokerage and consulting of industrial, office and investment real estate, was recently elected to serve on the Society of Industrial and Office Realtors (SIOR) board of directors.

Duclos, who presently serves as the speaker of the Chapters Leadership Council, will begin his term in October. SIOR is a global professional organization that certifies commercial real estate professionals with the SIOR designation.

St. Francis adds family medicine specialist

Dr. Khuram Ghuman has joined the medical staff at St. Francis Hospital and Medical Center as a family medicine specialist with East Granby Family Practice.

Ghuman also is the clerkship director and an assistant clinical professor at the Frank H. Netter M.D. School of Medicine at Quinnipiac University. Ghuman completed his residency training at St. Francis Hospital in Wilmington, Del.

Windsor Marketing Group appoints chief marketing officer

Suffield-based Windsor Marketing Group (WMG), an in-store marketing firm that creates, produces and delivers shopper marketing programs to influence in-store buying patterns, has hired veteran consumer marketer **Steve Thomas** as chief marketing officer.

Thomas, a 30-year marketing veteran, was previously chief marketing officer for franchise companies Green Home Solutions and Edible Arrangements International, having helped grow the latter to its current position as a major gift category retailer, with almost 1,300 locations worldwide.

Chelsea Groton Bank adds to Glastonbury lending center

Frank Fetzer recently joined the residential lending team at Chelsea Groton Bank Lending Center in Glastonbury. Fetzer will work to build new relationships throughout Hartford, Tolland and Middlesex counties, and assist clients with traditional mortgages, affordable-lending programs and specialty financing.

Fetzer most recently held positions at Sovereign/Santander as a mortgage development officer and Simsbury Bank as a mortgage loan adviser.

Simon appoints new GM for Clinton Crossing Premium Outlets

Retail real estate company Simon recently appointed **Christopher Durant** as general manager at Clinton Crossing Premium Outlets in Clinton. Durant will oversee Clinton Crossing's financial, marketing and operational performances, and maintain positive retailer-to-landlord relations to advance the center's initiatives.

Durant previously served as operations director for Merrimack Premium Outlets.

Walden Behavioral Care names assistant clinical operations VP

Waltham, Mass.-based Walden Behavioral Care LLC, a psychiatric hospital that treats eating disorders and psychiatric disorders, announced the promotion of **Rebekah Doweiko** to assistant vice president, clinical operations for Connecticut.

In her new role, Doweiko will be responsible for the clinical services and operations of all Walden locations in Connecticut. This includes oversight of clinics in Guilford and South Windsor. She will also provide support for a new inpatient eating disorder unit opening soon in Vernon.

St. Francis announces new chair of family medicine

Dr. Montgomery Douglas has joined the medical staff at St. Francis Hospital and Medical Center as the chair of family medicine.

Douglas also will serve as the family medicine chair and teach at UConn Health. Douglas previously served as the chair of family and community medicine at New York Medical College.

At St. Francis, Douglas is practicing as a member of Asylum Hill Family Medicine.

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FY 2014 SUMMARY

	2013	2014
Total Employees	0	8
Total Assets	\$461,513	\$246,994
Total Liabilities	\$44,541	\$34,198

REVENUES

Contributions & Grants	\$797,396	\$492,359
Program Service Revenue	\$51,891	\$32,801
Investment Income	\$0	\$0
Other	\$1,011	\$840
TOTAL	\$850,298	\$526,000

EXPENSES

Grants	\$32,000	\$47,506
Member Benefits	\$0	\$0
Salaries/Employee Benefits	\$0	\$171,413
Fundraising Fees	\$0	\$0
Other	\$467,707	\$511,257
TOTAL	\$499,707	\$730,176
MARGIN	\$350,591	\$(204,176)

TOP PAID EXECUTIVES (FY 2014)

	Base Salary	Total Compensation & Benefits
Kate Emery , Founder & CEO	NA	NA

SOURCE: GUIDESTAR IRS 990 TAX FORM



The Women's Business Development Council and Hartford law firm **McCarter & English** recently held a ribbon-cutting ceremony to announce their partnership. McCarter & English is supporting WBDC as it develops women business leaders and strengthens the economy of Connecticut by providing financial, entrepreneurial and access-to-capital educational programs to startups, emerging and established business owners.

TD Bank, for its 2016 Common Ground youth leadership program. The program teaches leadership skills to a diverse group of 40 urban and suburban high school students from the Greater Hartford area.

In honor of **Leadership Greater Hartford's** 40th Anniversary, the family of **Worth Loomis**, one of the organization's original pioneers, has created a



Worth Loomis

\$40,000 Worth Loomis Family Matching Gift. Additionally, **Leadership Greater Hartford** received a **\$5,000** grant from the **TD Charitable Foundation**, the charitable giving arm of



Pictured (from left) are: Sara Borghesi, Lincoln Financial Group; and Joan C. Dauber, Food Bank director.

Employees at **Lincoln Financial Group** in Hartford held a diaper drive to benefit the **Joan C. Dauber Food Bank** at St. Francis. The drive raised about 2,000 diapers, baby wipes and ointment to benefit families receiving services at the Food Bank.



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Top Executive: Rheo Brouillard, President & CEO

FACT BOX

Industry: Savings and Loan

1Q 2016 Revenue: \$15.3M

1Q 2016 Net Income: \$1.5M

Quarterly Profit Change: \$620,000

Cash: \$69.4M

Employees: 253

Competitors: Webster Financial Corp.
Bank of America
TD Bank

TOP INSTITUTIONAL INVESTORS

Holder	Shares	% Stake
Thomson Horstmann & Bryant Inc.	1,067,902	8.74
Maltese Capital Management LLC	859,305	7.03
EJF Capital LLC	675,000	5.52



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Executive	Title	Salary	Bonus	Stock Awards	Non-equity Incentive	Total
Rheo Brouillard	President/CEO	\$418,252	\$0	\$118,600	\$47,943	\$880,205
Laurie L. Gervais	EVP/CAO	\$208,000	\$0	\$118,600	\$23,154	\$550,844
Paul R. Little	SVP/Chief Lending Officer	\$206,462	\$0	\$0	\$19,295	\$312,203

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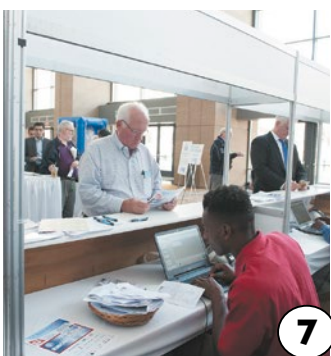
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1. Sponsors of the 2016 CT Business Expo gather in the Marketing Hub to cut the ribbon to open the show.
2. Pro Systems was the sponsor of the Sales Hub, which featured sessions such as 'Inspire Yourself to Success' and 'Networking & Prospecting to the MAX!'
3. Commissioner Catherine Smith holds up the latest edition of *Doing Business in Connecticut Magazine* while speaking at the Commissioner's Reception hosted by the Connecticut Economic Resource Center (CERC).
4. The Cox Business Team prepares for a full day of networking at the Expo.
5. The Better Business Bureau Pavilion featured a football theme to help attendees strengthen their 'Business Game Plan.'
6. Duane Cashin presents "Looking at the Sale Through the Eyes of Your Buyer" in the Sales Education Hub.
7. The registration area was sponsored by the VEDC Tri-State Business Opportunity Fund.
8. Robert Santy, president & CEO of the Connecticut Economic Resource Center welcomes attendees to the Commissioner's Reception.
9. Jimmy Koplik, LIVE NATION and Mike Lapitino, WPLR present a session on 'The Business of Live Music.'
10. Brian Ferney, Director of Marketing, Comcast Western New England Region, introduced sessions throughout the day at the XFINITY Technology Hub.
11. Kim Thompson, Group Client Director, MediaVest, speaks on a panel discussion about 'Leveraging Online & Social Media to Make Your Business Grow & Thrive!'
12. Comcast Business presents a check to one of the winners of their "Innovations 4 Entrepreneurs" contest, Tucci Polo Inc., at a special luncheon held in the Sales Hub.
13. Rider Events and Travel Partners was a Supporting Partner of the show and an exhibitor.
14. Presenting sponsor Comcast Business provided IP voice demos, a lounge and a charging station in the center of the show floor.
15. Gold sponsor ConnectiCare hosted the Health and Wellness Corridor and answered questions and needs regarding health insurance.
16. David Benoit, Wearsafe Labs, center, speaks on a panel discussion at the Comcast Business "Innovations 4 Entrepreneurs" Luncheon. Other members of the panel included Anthony Price, LootScout (at left) and Kate Emery, reSET.
17. Gold Sponsor CTrides was the Trending Now Hub sponsor and had an informational booth featuring information and resources for CT commuters.
18. Pita Communications hosted 'Pita in the Pocket' in the lobby.
19. At the end of the day, attendees, sponsors and exhibitors relaxed and enjoyed food, drink and music at the networking extravaganza hosted by the Connecticut Convention Center.

EDITORIAL

Conflicts of interest cloud industry oversight

The scrutiny over Insurance Commissioner Katharine Wade's oversight of insurance industry mega mergers is reaching a tipping point.

Consumer advocates as well as lawmakers from both sides of the aisle are calling for her recusal and/or even resignation.

We've said in the past, Wade, a former Cigna lobbyist whose husband still works at the Bloomfield global insurer as an associate counsel, should recuse herself from overseeing Anthem's \$54 billion takeover bid of her former employer.

We haven't changed our opinion.

That's not to say her views shouldn't be heard on the deal, she just shouldn't be the final arbiter.

We aren't questioning Wade's integrity, but the appearance of a conflict of interest does matter, especially in a merger that could have a wide-ranging impact on the cost and affordability of health insurance, both to businesses and individuals.

Wade's close ties to the industry — she also was previously head of the Connecticut Association of Health Plans — should be enough for Gov. Dannel P. Malloy to force Wade to recuse herself from the Cigna merger.

There are many issues at play here. One, of course, is politics. Republicans and Democrats would be smart to side with consumer advocates, because their fight isn't simply against Wade. They're also taking on Malloy, a sometimes headstrong Democrat who chose Wade as his commissioner and whose popularity in the state is at a record low (only 24 percent of voters approve of the job he is doing, according to the latest Quinnipiac Poll). Showing strength against or opposition to an unpopular governor could score candidates political points in an election year.

Recent scrutiny from the national press on the merger oversight has also ramped up the pressure on Connecticut politicians and regulators.

The larger issue, however, is how Connecticut — and the country — regulates industry, not just insurance, but other major sectors of the U.S. economy like banking and finance.

Government regulatory bodies often employ individuals who have past industry ties. It makes sense in a lot of ways because you want regulators who understand an industry before they make important decisions regarding its financial safety and soundness. That revolving-door mentality, however, often makes regulatory agencies vulnerable to accusations of bias.

The Connecticut Insurance Department has often been a consumer-advocate target. The agency has come under fire in the past for being a rubber stamp for health insurers, particularly in approving annual rate increases.

In more recent years, the insurance department has been more aggressive in pruning insurers' proposed rate hikes, establishing itself — at least in the eyes of some — as a tougher overseer.

The same challenges are felt on the federal level, with the constant criticisms and concerns raised over the revolving door between Wall Street and Washington D.C., particularly in the wake of the 2008 financial crisis, when lax banking-sector oversight was partly blamed for the collapse.

The goal should always be to choose competent regulators who are tough but fair to both sides, protecting the interest of consumers, while also allowing the private sector to adapt to the changing realities of the time.

Finding that middle ground, however, isn't always easy. In Connecticut's case, Wade should recuse herself from the Anthem-Cigna merger to give the public piece of mind. ■

RULE OF LAW

Hartford should consider bankruptcy

By John Horak

There are four words that come to mind when I think about Hartford: sadness, disorder, bankruptcy and leadership. Let me take them one at a time.

First, the sadness is a product of loss — the loss of what we once were. Connecticut historian Bill Hosley put it to me this way recently (these are his words). He said Greater Hartford was the Silicon Valley of its day, the base of the so-called second industrial revolution.



John Horak

It was a revolution based in precision manufacturing, which produced things — like guns, typewriters, machine tools and eventually automobiles — that were complex and involved assembling multiple minutely-gauged metal parts. For over 100 years, this activity made this region prosperous, welcoming to immigrants lured by work and opportunity, and earning us the brand of a place renowned for technological innovation.

Today we can't get a minor league baseball stadium built; and we look over our shoulders with trepidation as major corporations that were birthed here eye greener pastures elsewhere.

Second, the disorder (in finances and management) is what we see unfolding before our eyes, brought on by failures of the political system — city (and state) government have proven to be incompetent. It is that simple.

Some political scientists posit that over time decline into financial disorder is inevitable in democracies because of the natural accretion of ever larger numbers of "special interest groups," which vote and lobby government to increase their share of the economic pie at the expense of the whole. Eventually, the pie is too small to feed everyone who expects to be fed.

While this theory seems spot on when it comes to Hartford and the interest groups circling within its financial orbit (residents, businesses, employees, creditors, unions and others), I do not believe decline is inevitable. Moreover, I know there are corrective mechanisms available to the city, which brings me to my third word, bankruptcy.

Bankruptcy is as robust a corrective mechanism as it is radioactive to the interest groups and the politicians. This is because their influence over the Capital City's affairs would be diminished if the city filed, and because the filing could be viewed (at least if not properly planned) as an admission of failure that further damages our already tattered reputation.

I am not a bankruptcy lawyer by training, but I have worked closely enough with two of the best in the state to have learned that a filing is not an invitation to a funeral, but more like hitting the pause button on your remote control, in that it would compel the interests competing for the city's resources to stand down and bring their claims to the bankruptcy court — where they will be sorted out under well-defined rules and the judge's supervision. Most significantly, the judge would not be an elected official whose job and decisions are subject to the pressures of the ballot box or lobbyists (the means by which the affected interest groups would otherwise use to get their way).

Moreover, with enough advanced planning and negotiating, it is possible to go into a bankruptcy with many issues resolved, such that the court proceedings are less of a trial than a cleansing that rinses the financial disorder from the system and paves the way for rebirth if not a renaissance.

Fourth, my final word is leadership, which

I am using in a sense broad enough to include concepts such as courage, judgment and respect. In this sense, leadership would give no quarter to the denial that hangs over the city (things really are very bad and getting worse). Leaders have the courage to admit there are times when an outside intervener (such as a bankruptcy judge) is needed to make things right.

My point: A well-honed turnaround plan in which bankruptcy is one element, and that includes a vigorous exit plan (which

could include financing commitments and charter amendments) may be the best way to restore Hartford's financial health, reputation and pride. We should embrace and fix our problems, not run from them or diminish ourselves by playing endless rounds of the "blame game."

Finally, while we have a mayor (Luke Bronin) with the necessary talent and energy, leadership must also come from our private-sector and nonprofit institutions, which have skin in the game and the brain power to provide the mayor and the city what is needed to turn things around. This would, of course, be an arduous task, but the talent and resources are already in place in organizations such as the MetroHartford Alliance and the Hartford Foundation for Public Giving, to name just two.

Let me close with a reference to Hosley's picture of Hartford's past. While nostalgia is not a business plan, it does serve as a marker or gauge for what we once were, and what we should strive to be again. A bankruptcy filing might actually be the best way to get us where we need to go. ■

John M. Horak has practiced law at Reid and Riege P.C. in Hartford since 1980. His opinions are his own.

HARTFORDBUSINESS.COM POLL

Should Commissioner Katharine Wade recuse herself from Cigna-Anthem merger.

☐ Yes

☐ No

To vote, go online to HartfordBusiness.com.

Last week's poll results:
Is replacing Centerplan Cos. as builder of Dunkin' Donuts Park the right move?

50.4% Yes

49.6% No

Hartford Foundation plays vital role aiding Capital City

By Linda J. Kelly

In a recent op-ed piece ("Could Hartford Foundation help solve city's budget crisis?" June 13, 2016), the author suggested the Hartford Foundation for Public Giving might lessen the burdens of government for the city of Hartford as it struggles with long-term budget deficits.

The Hartford Foundation is the community foundation for the Capital City and 28 surrounding towns. While about one-third of the funds the Foundation allocates for grantmaking each year are restricted by the specific wishes of donors, a significant portion of the remaining funds are generally applied to benefit the neediest



Linda J. Kelly

populations in this Greater Hartford region, in such areas as learning — birth through college, preparation for family sustaining wage jobs, and other long-term, systemic efforts.

Hartford, in fact, receives a significant portion of the Foundation's grant dollars. In 2015, the Hartford Foundation awarded in excess of \$10 million to programs and initiatives that impact the lives of Hartford residents. In addition to our own resources, the Foundation has worked to develop public and private partnerships, resulting in millions in additional funding from national sources to benefit residents of Hartford. For example, \$500,000 from the Aspen Institute and \$900,000 from the Annie E. Casey Foundation to support job training and employment for Hartford youth and \$3 million from the U.S. Department of Education to support early childhood English language learners.

Just as the Foundation stepped forward to provide sorely needed resources to nonprofits during the economic downturn in 2008, we are

prepared to once again help qualifying nonprofits affected by unexpected losses of support with our Transitional Operating Support grants.

Additionally, through our Nonprofit Support Program, we provide resources to area nonprofits and their boards of directors to help them address the changing funding environment in a strategic and sustainable way.

Our commitment to the Greater Hartford community is to be here in good times and bad — to serve this community in perpetuity. We do not take that commitment lightly.

The Foundation's spending policy and investment strategy are designed to work together to provide a predictable stream of dollars to support the region's current and future needs. This ensures that even during fiscal downturns the Foundation can continue to provide a stable level of support. The region's nonprofits depend on this. Our donors expect it.

Since its founding in 1925, the Hartford Foundation has provided in excess of \$650 million in grants and received support from more than 10,000 generous donors in our community. Still, no single organization can solve all of the problems of the Capital City or region.

► **No single organization can solve all of the problems of the Capital City or region.**

For this reason, the Foundation fosters partnerships and collaborations with state and local government, other funders, the business community, nonprofit providers and our donors to create opportunities for all residents in the Greater Hartford region to thrive now and into the future. ■

Linda J. Kelly is president of the Hartford Foundation for Public Giving.

BIZ BOOKS

Overcoming fears of change and failure

"Be Bad First — Get Good at Things Fast to Stay Ready for the Future" by Erika Andersen (Bibliomotion, \$27.95).

While businesses tout the necessity of continuous improvement, executives and managers must have the willingness to do things differently and do different things. Too often their reluctance to try "different" plays into their fear of failure. Andersen believes that overcoming that fear starts by accepting "the discomfort and disequilibrium that is an inevitable part of learning something new."

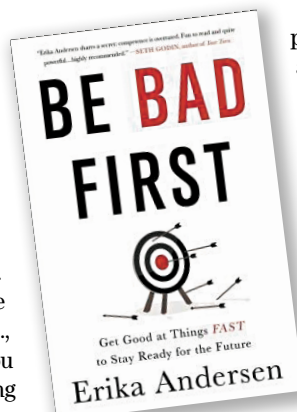
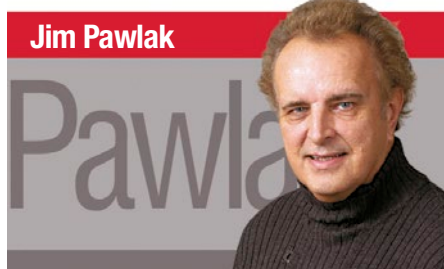
Think back to your childhood; almost every day presented you with something new. Learning to read, write, ride a bike, swim, play games, etc., were changes/challenges you readily tackled because learning allowed you to do more things. You didn't learn to do any of them overnight. You judged your own performance, and learned that being bad at first was the first step toward becoming good at something. Fast forward to adulthood where others judge your performance — your fear of failure developed.

To overcome that fear, Andersen's ANEW model takes pages from childhood's approach to change and creates a new workplace mindset:

A — Aspiration. It's wanting something you don't have and creating plans/actions that turns the wanting into having. It's all about making a commitment and following through.

N — Neutral self-awareness. Know your strengths and weaknesses. Self-awareness

Jim Pawlak



plays a crucial role in planning and execution because the horse always comes before the cart. Without it, it's difficult to assess what you need to learn and what that learning will entail/require.

E — Endless curiosity. Rekindle the "I know I can make things work" spark by constantly asking yourself and others "Why, what if, and how" questions. Think about how you can gather information that will affirm aspiration — then

gather it. Develop actions around possibilities/opportunities; execute, assess and keep asking questions.

W — Willingness to be bad first. Every expert starts as a novice. Accepting change requires going back to the novice state. It also requires an "I know I'll be better — I'll work at it" attitude, and remembering that maintaining expertise involves staying on the cutting edge.

Key takeaway: "Learn to be comfortable with being uncomfortable."

...

"The Leadership Campaign — 10 Political Strategies to Win at Your

► **While businesses tout the necessity of continuous improvement, executives and managers must have the willingness to do things differently and do different things.**

Career and Propel Your Business to Victory by Scott Miller and David Morey (Career Press, \$16.99).

Political strategists Miller and Morey put the business twist on what they've learned from election campaigning. They quickly distinguish between "bigness leadership," which measures success by size and share and "change leadership," which values speed and mobility that enhances ongoing marketplace value.

Change leaders never rest on their laurels; they are disrupters who keep staff thinking. They know that continuous improvement means the way a business does business should be constantly evaluated to fully understand what might affect tomorrow's structure and market.

The authors' 10 political strategies are aimed at "unlocking the potential of your company's people" by giving them reasons to fully engage in and own their work. The key to unlocking their potential: Clearly communicating the contribution of their work as it affects the execution of

each project. Here are two of the 10 that drive the communications strategy:

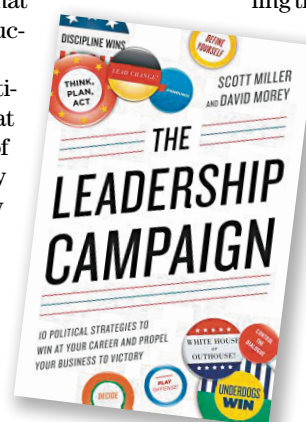
"Build your kitchen cabinet." The very nature of business leadership isolates senior management from the trenches. Bureaucracy creates a series of communication hurdles. While senior management can clear some by using "management by walking around," leaders need trusted confidants that tell them the unfiltered truth and clearing communications hurdles by opening feedback channels.

"Control the dialogue." The very nature of change creates varying opinions on what should be done. Change leaders need to keep "first things first" by controlling the "what and when" of issues to

be debated, and the pace of the execution of change. By reiterating the definition of the future of the firm, a leader focuses everyone on what must be done to achieve organizational goals.

The bottom line: Today's "is" becomes tomorrow's "was." ■

Jim Pawlak is a nationally syndicated book reviewer.



ACCOLADES & MORE



Pictured (from left) are: Bruce L. Blasnik, CTCPA president; and Mitchell R. Insero, CPA.

OF NOTE

GLASTONBURY CPA HONORED WITH CPA SOCIETY LEADERSHIP AWARD

The Connecticut Society of Certified Public Accountants has honored **Mitchell R. Insero** of Glastonbury with the 2016 Jack Brooks Leadership Award.

Insero is a business advisor with CohnReznick LLP in Hartford.

The Jack Brooks Leadership Award was created in 2011 to memorialize the inspiration, dedication and drive for accomplishment that defined former CTCPA Executive Director Jack Brooks.

...

SIMSBURY CHAMBER OF COMMERCE PRESENTS ANNUAL AWARDS AT LUNCHEON



The Simsbury Chamber of Commerce presented **Robert Hensley**, president of Robert Hensley & Associates, with the 2016 Business Leader of the Year Award at their annual leadership awards luncheon. The 2016 Public Servant of the Year Award was presented to former Simsbury board of finance members Peter Askham and Nicholas Mason. The Educator of the Year Award was given to Bryan Forman, Sr., a technical education teacher at Henry James Memorial School.

...

WEBSTER BANK RECEIVES PARTNER IN BUSINESS AWARD



Pictured (from left) are: Harry Sitalides, president of the board of directors for CCARC; Anne Ruwet, CEO CCARC Inc.; and David Hadd, Webster's senior vice president, director continuous improvement.

Webster Bank received the Partner in Business award from CCARC in New Britain, an organization that provides a wide variety of services to people with disabilities. Webster bankers were awarded this honor at CCARC's annual awards dinner for turning a one-day volunteer project into a full-year event.

DASH FOR A DIFFERENCE EVENT PROMOTES COMMUNITY SERVICE IN HARTFORD



More than 200 volunteers (shown above) from businesses throughout Hartford participated in a Dash for a Difference, an innovative community-service initiative to foster team building and explore Hartford's historical and cultural gems through a friendly corporate competition. The teams explored various Hartford sites and cultural gems, while also completing volunteer service projects.

BETA PARTICIPATES IN 2016 HARC WALK



Employees, friends and family of Hartford engineering firm BETA Group Inc. (shown above) recently came together to participate in the 2016 HARC Walk & 5K Run. BETA's tent was filled with lots of activity including fitness assessments by Fabi Elite Fitness, chair massages by Jess Hart Massage & Spa and face painting. With the support of family and friends, BETA helped raise \$34,000 to date for this event.

LOCKHEED MARTIN BRINGS F-35 COCKPIT DEMONSTRATOR TO WHITCRAFT



Lockheed Martin recently showcased its F-35 Lightning II mobile cockpit demonstrator to elected officials and business leaders at Whitcraft's Eastford plant. Whitcraft is a key supplier for the F-35 program in East Hartford. During the event, attendees received an update on the status of the program as well as the opportunity to simulate a flight in the cockpit demonstrator.

THE PERFECT DAY



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